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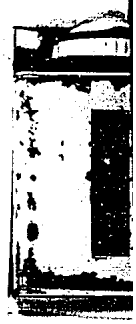

PROVISIONAL PLAN FOR ORGANIZING PRODUCTION TEAMS IN NORTHEAST CHINA

[Comment: This report gives information from an article in Chi Nung T'ung-pao (Mechanized Agriculture Bulletin), No 46, 1 Feb 53. It describes the organization of production teams on mechanized state farms and the allocation of farm machinery to these teams. The basis of organization is an area of 1,000 to 1,100 hectares to be worked by each team. The plan is an official directive of the State Farm Control Bureau of the Ministry of Agriculture.]

Purpose of Plan

This organization plan is issued to cause state farms to carry out the special tasks appropriate to their locations; to take full advantage of responsibility systems, either permanent or based on the crop rotation cycle (on farms where conditions are not yet adequate, the system should be based on a minimum period of one year); and to develop the highest efficiency of manpower and machines so as to lower costs and increase production per unit area.

Principles of Organization

In general, state farms will distribute personnel, implements, motive power, and draft animals within a given area according to the crop rotation cycle used and the different products planted.

System of Organization

The production team is the basic production unit of a state farm. Administratively, production teams will fall under the territorial divisions of the farm. When necessary, production teams in the vicinity of a division may be directly under the administration of that division. Supplies will be distributed according to divisions, but when circumstances warrant, the distance of the division from the supply center may be taken into consideration.

Area and Time Limits

The size of the area to be worked by a production team shall be determined by the type of management of the farm and the distribution of land. Generally, on farms whose main product is grain, a production team will be responsible for an area of 1,000 to 1,100 hectares. The time period of the responsibility system should be one crop rotation cycle, but, where conditions do not permit this, the minimum period should be one year.

Assignment of Personnel and Division of Work

Assignment of the personnel of a production team should develop the effectiveness of each person, carry out the system of assigning a man for each job, and clearly divide the work. The number of personnel to be assigned, will be determined by the nature of the farm, types of products, and degree of mechanization.

1. Management

A production team responsible for 1,000 to 1,100 hectares of land on a farm whose main product is grains, should have the following management staff:

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a. One team chief and one assistant team chief. One of these men should be an agricultural technician and the other a mechanical technician. They should be able to handle their own technical problems as well as perform their normal duties of instructing the personnel of the team in how to carry out all types of operations in accordance with the production plan, assure that these operations are carried out, and fulfill such responsibilities as are assigned them by their superiors.

b. One statistician. The statistician shall perform compilation and computation functions in connection with all operations of the team. In addition, he shall keep records on oil supply and compute workdays.

c. One manager. The manager shall be in charge of living arrangements, oil, and supplies, and shall also handle all other administrative affairs for the entire team.

2. Production Personnel

The following types of personnel shall be assigned according to available equipment:

a. One mechanic. The mechanic shall undertake repairs to mechanical equipment during operation and at scheduled maintenance periods.

b. Tractor drivers. A driver, an assistant driver, and four helpers shall be assigned for each heavy tractor. Each medium tractor shall have a driver, an assistant driver, and two helpers. (This system contemplates two-shift operation.) Light tractors will be driven by helpers rather than by regular drivers.

c. Combine operators and helpers. Each combine will have one operator and one helper. Besides routine harvesting and maintenance duties, operators and helpers will undertake repairs to their machines as required.

d. Each wagon will be in the charge of one man who will do short-distance hauling.

e. Each production team will have one man to handle the feeding of draft animals.

f. About 13 men will be hired for routine field work. The exact number will depend on the particular crops grown. Most of these workers will be hired on a temporary basis.

Distribution of Implements and Transport Equipment

Implements and transport equipment will be distributed according to the requirements of the crops grown by the production team. Except for motor vehicles, each production team will control its own equipment. Motor vehicles will be allotted temporarily according to need.

Each production area of 1,000 to 1,100 hectares will be allowed four medium tractors and one light tractor. Heavy tractors will be allowed according to terrain. Each heavy tractor will be considered the equivalent of 1.8 medium tractors.

On farms whose main crops are wheat and soybeans, one S-6 combine will be furnished for every 140 hectares of cultivated land, or one S-4 combine for every 130 hectares of cultivated land. An appropriate number of smaller harvesters will be used to supplement the combines.

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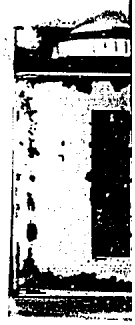

Each production team will have three wagons, one of these will be a tank wagon.

Other implements, such as five-bottom plows, seed drills, and disk harrows shall be distributed so that they can be utilized most efficiently.

Each wagon requires four horses.

Supplies will be procured from appropriate supply agencies according to the supply plan as approved by higher authorities. Supply agencies should guide their procurement according to the approved plans of production teams in order to be able to furnish necessary supplies promptly.

Internal Control of Production

Each production team is an independent production unit. Within the general system of the farm, therefore, the production team draws up its own work plan and study plan, and its own system of conferences, rewards, and punishments, and production contests.

Subdivision of Teams

The personnel of a production team may be divided into smaller groups when necessary, either for the entire year or for a season. A concrete plan should be drawn up and submitted for approval.

Effective Date of Directive

This plan will be put into effect experimentally in all state farms under the direct control of the State Farm Management Bureau as of the date of publication. No further notice will be given.

The following table shows the organization of a production team for a cultivated area of 1,000 to 1,100 hectares with a rotation system using five divisions, 60 percent of the crop being wheat:

Personnel (41 to 46 persons)	
Team Chief	1
Assistant Team Chief	1
Statistician	1
Mechanic	1
Manager	1 (may be omitted when teams are consolidated)
Wagon drivers	3 (omitted when teams are consolidated)
Horse tender	1 (omitted when teams are consolidated)
Drivers	24 (includes combine operators and helpers)
Farm workers	13

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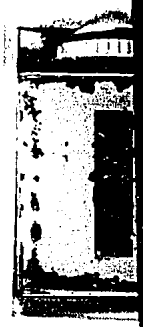

Equipment	
Medium tractors	4 (one S-80 is equivalent to 1.8 medium tractors)
Light tractor	1
S-6 Combines	2
S-4 Combines	2
5-bottom plows	3
Tandem disk harrows	3
Single disk harrows	2
Seed drills	6
Cultivators	4
Balers	4
Harvesters	1
S-11 towbars (When the S-80 tractor is used, add one S-18 towbar and deduct one S-11)	4
Wagons	3

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